



STANFORD
SCHOOL OF MEDICINE

Stanford University Medical Center

Workshop Session

Determining Gaps in Mentoring Programs and Developing Novel Models for Successful Mentoring

Chair: *Hannah A. Valantine, Professor Medicine
Senior Associate Dean for Diversity & Leadership*

Co-Chair: *Christy I. Sandborg, Professor Pediatrics
Chief of Medical Staff, Lucile Packard Children's Hospital*

Co-Chair: *Linda McLaughlin, Director of Academic Affairs and Faculty Development - Pediatrics*



Workshop Goals

- 1. Describe & discuss tools for identifying gaps in mentoring**
- 2. Describe current and novel approaches to achieve a culture of mentoring**
- 3. Discuss strategies to optimize and broadly disseminate novel models of mentoring**
- 4. Generate recommendations on important aspects of developing, implementing and measuring mentoring programs**



Workshop Overview

Agenda - Day 1

1. Office of Diversity & Leadership: A centralized institutional responsibility for effective mentoring: **Hannah Valentine**
2. Survey orientation: **Linda McLaughlin**
3. Pediatric Pilot Mentoring Program: Departmental based program: “stable of mentors” and mentor-mentee training: **Christy Sandborg**
4. Range of novel models & approaches to mentoring: **Moderated Discussion**
5. Small group orientation: **Christy Sandborg**
6. Small group discussions: **Part 1**



Workshop Overview

Agenda - Day 2

1. Small group orientation: **Christy Sandborg**
2. Small group discussions: **Part 2**
3. Small group presentations: - **Group Chair**
4. Moderated discussions after each small group presentation:
Valantine/Sandborg/McLaughlin
5. Summary & close: **Hannah Valantine**



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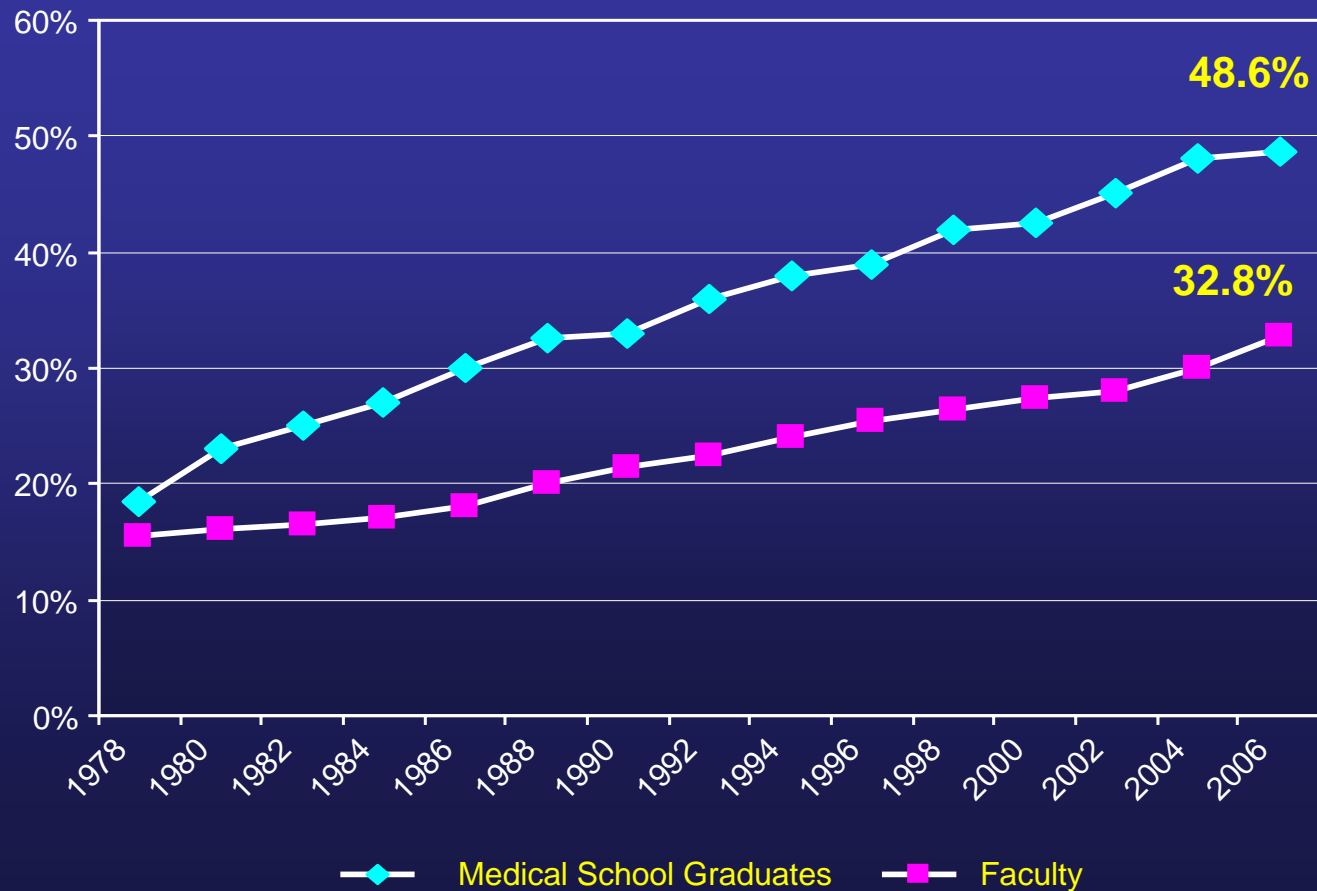
Office of Diversity & Leadership

***A centralized institutional structure charged with
responsibility for developing new approaches to
effective mentoring***

**Hannah A. Valantine, M.D., F.A.C.C.
Professor Cardiovascular Medicine
Senior Associate Dean**



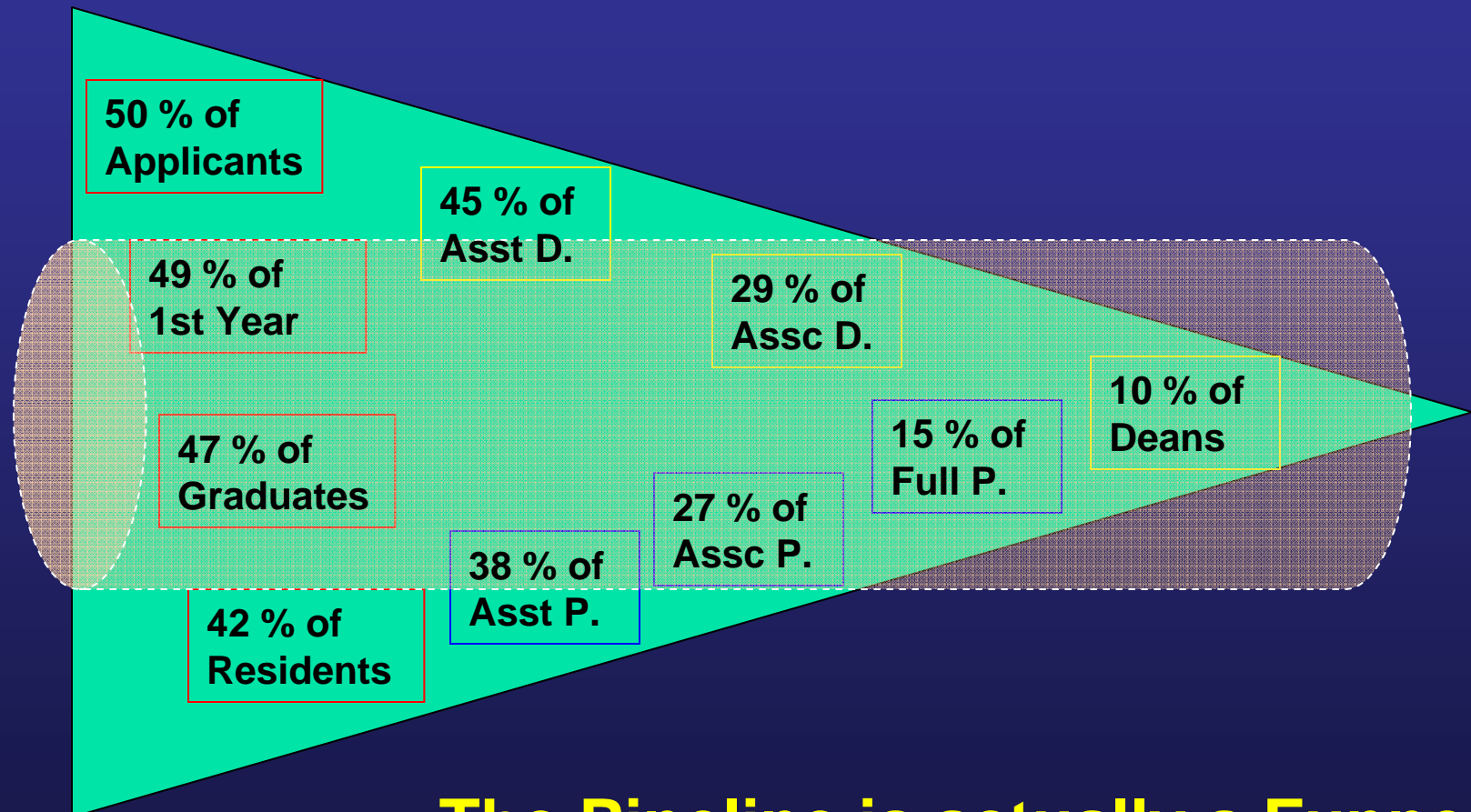
Representation of Women in Academic Medicine, 1977-2006



AAMC Data 2006



Women in Academic Medicine



The Pipeline is actually a Funnel



Why Do we Need Diversity in our Faculty?

- Diversity broadly defined - Diversity of thought - richer solution to problems we seek to solve
- Excellence in our mission for translating discoveries
- Building the next generation of academic leaders
 - Role models for trainees
 - Broadening excellence in our intellectual capital
- **Mentoring** as a strategy to increased retention
 - IOM; Beyond Barriers



Institutional Commitment

- **Metrics: demographic data; QOL & faculty satisfactions**
- **Provost's Advisory Committee on the Status of Women Faculty (PACSWF): 2004**
- **Published report of Committee on Women in Medicine and Sciences: needs for success**
- **Assessment of compensation equity**
- **Centralized support for medical students**
- **Addition of decanal support & oversight for graduate students**
- **Respectful work place**



Focus groups & multiple taskforces

- **Need to focus strategically and tactically**
- **Need for long term vision**
- **Increased visibility**
- **Implementation Plan**
 - Retention - mentoring & faculty development
- **Dedicated office**
- **High level leadership**



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Our Mission

Office of Diversity and Leadership is committed to the SoM principle that a diverse community of scholars, students, trainees and staff will enhance the excellence of our academic and service programs through fulfillment of its mission:

- ***To promote the recruitment and retention of diverse faculty, students, trainees and staff- representative of the communities in which we work. And,***
- ***To develop faculty to their full potential as academic and community leaders.***



Strategic Goals

Building a culture of mentoring

1. Develop and monitor policies strategies and resources for the **recruitment** of a diverse faculty. *
2. Develop and monitor policies, strategies and resources for the **retention** of a diverse faculty. *
3. Identify and develop individual **leadership** potential at an early stage of faculty careers; and develop a 'menu' of leadership opportunities available to meet individual needs. *
4. *Recognize, reward* and hold **accountable** faculty for leadership and diversity activities. *
5. **Define** and **promulgate** a shared understanding of faculty leadership in a diverse community and its value to SOM.

* **Mentoring incorporated**



Strategic Goal #3: Leadership

Building a culture of mentoring

SoM Faculty Fellows Program - Launched Feb. 2006

- **Program Goals:**
 - Identify & develop future leaders
 - Build community
 - Understand a variety of leadership styles - the Dean, Provost, President
- **Program Structure:**
 - Monthly dinner meetings
 - **Mentoring groups** (Ann Leung; Suzanne Pfeffer; Oscar Salvatierra; Gary Steinberg; Linda Boxer)
 - 360 Assessment & - 1-1 coaching for leadership development
 - Developmental feedback process (**New**)



Physician Leadership Collaboration with SUH Launched Sept. 2005

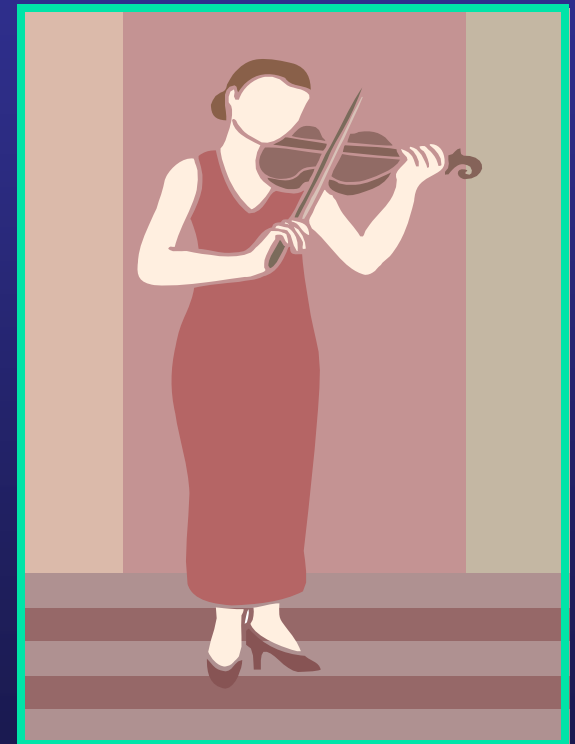
- **Program Goals:**
 - Skills to enhance process and quality improvement projects
 - Build internal network of leaders sharing common concepts; problem solving.
- **Program Design:**
 - **Action project - team mentor & coach**
 - **Team mentoring for institutional change**
 - Attend 1.5-day workshops, for a total of six during the year
 - Finance and budgeting, negotiating, managing change, leadership, innovation, and performance management



Strategic Goal #1: Recruitment Mentoring Search Committees

ODL Presentation to Search Committees

- **Education on unconscious Bias:**
 - Review of published studies
 - Dr. Jo Handelsman presentation given at Stanford SoM -<http://irtvideo.stanford.edu> Stanford University Resources
- **Departmental & subspecialty demographics**
- **Availability pool & comps with peer institutions: AAMC**
- **University resources**
- **SoM Resources/ support for junior faculty**
- **ODL - Recruiting Resource Lists**





Research awards

- **Diversity faculty awards (5; 20K)**
- **McCormick award (\$30 K - 2 years:** *research support for three junior faculty members with primary childcare responsibilities: \$30,000/year for 2 years.*)
 - **Small group mentoring**
 - **Peer group mentoring**
 - **Building community**



**Strategic Goal #4:
Recognize, Reward & Hold Accountable**

- **Dean announced annual evaluation of Department Chairs to include metrics of diversity, mentoring & faculty development - tied to compensation**
- **ODL - Mentoring award (\$\$ & recognition)**
 - Faculty; Trainee; Staff
- **ODL - Diversity Award**
 - Faculty; Trainee; Staff



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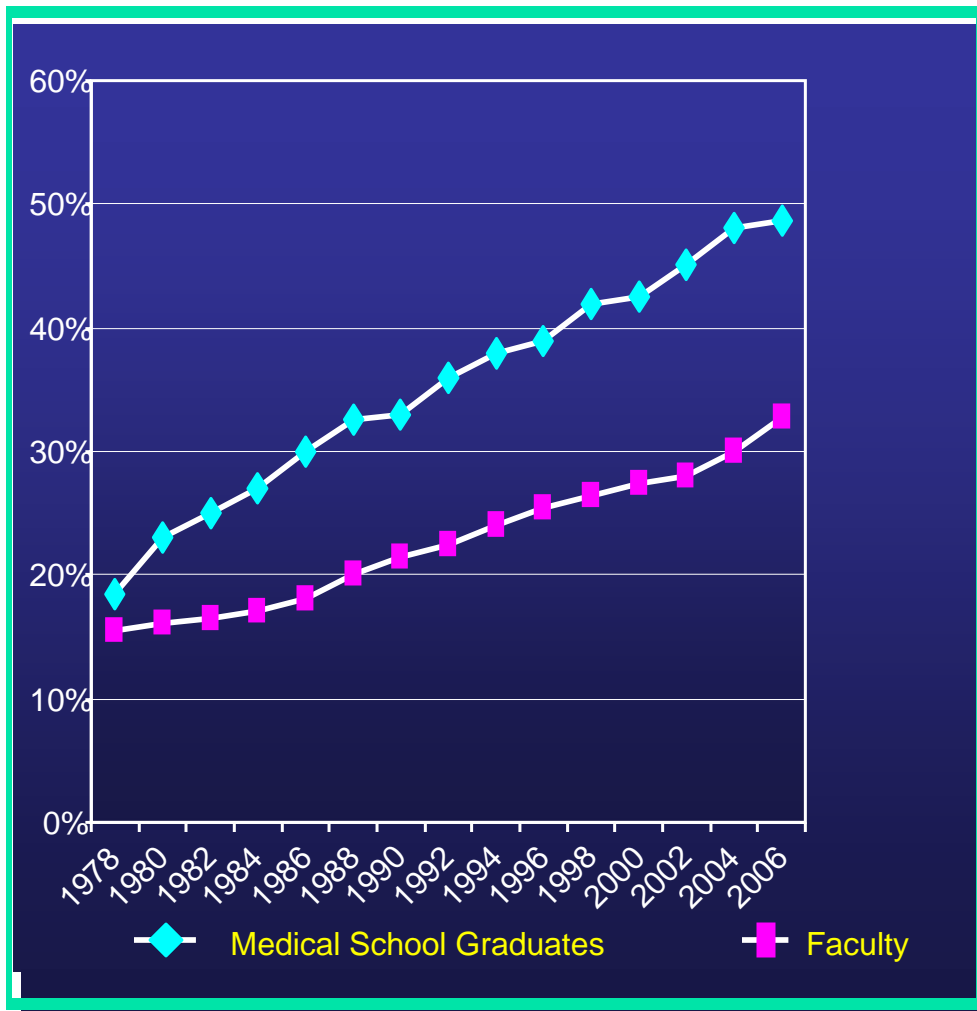
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ODL

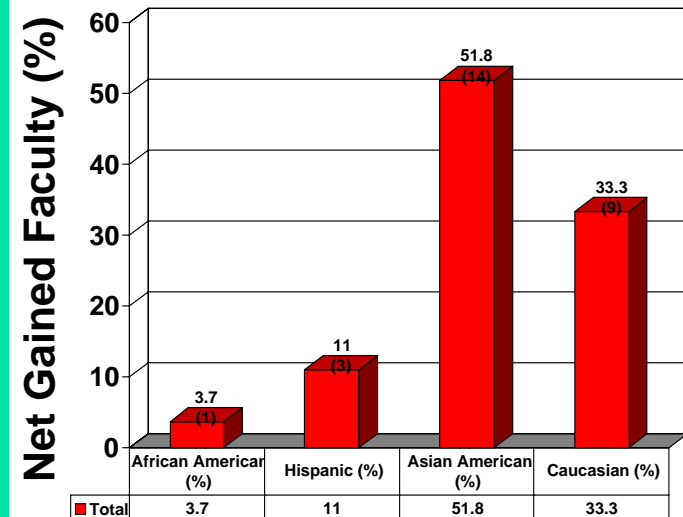
Impact of a Multifaceted Plan for Excellence through Diversity & Leadership

The Challenge



Faculty Gains 09/2005-09/06:

Total Gain 27



• 55 new faculty hired:

- Women: 17 (31%)
- URM: 4 (7%)

• 27 net gained:

- Women: 13 (48%)
- URM: 4 (15%)



Fortune
October 15, 2007
Xerox; Morgan Stanley; JP Morgan; GE

- Mentoring
- Succession planning
- Women CEOs of publicly held companies
 - 13 in US (3 in 1998)
 - 16 international
- Oversight of \$6b+ (\$1b in 1998)